

# League of Oregon Cities

# newsletter

January, 1985

1201 Court Street NE, P.O. Box 928, Salem, Oregon 97308

## Newly Elected Officials Workshops begin next month

The League will be conducting a series of five, one-day workshops for newly-elected mayors and councilmembers and new planning and budget commission members. The workshops are designed to acquaint new city officials with issues and activities in city government. We are asking that registration for workshops be coordinated through your city's manager or recorder.

### DATES AND LOCATIONS

|                       |             |                                         |
|-----------------------|-------------|-----------------------------------------|
| Saturday, February 2  | Hillsboro   | Council Chambers, 205 S.E. 2nd Ave.     |
| Saturday, February 16 | Grants Pass | Council Chambers, 101 N.W. "A" St.      |
| Friday, February 22   | The Dalles  | Portage Inn, 3223 Frontage Rd.          |
| Saturday, February 23 | La Grande   | Council Chambers, 1010 Adams Ave.       |
| Saturday, March 2     | Albany      | Takeena Restaurant, 1212 S.E. Price Rd. |

(See Workshop Program on page 2.)

## Reagan proposes end to Revenue Sharing

President Reagan will not seek reauthorization of the general revenue sharing program when it expires at the end of fiscal 1986, according to informed Washington sources. The federal fiscal year ends September 30, 1986.

Following a lengthy meeting with state and local leaders, it appears the Reagan draft proposal of a few weeks ago, is going to become an actual proposal in the fiscal 1986 budget to be presented to Congress in late January. At the same time, the budget plan for fiscal 1986 does provide for full funding of the revenue sharing program in fiscal 1986.

In order for President Reagan to alter the funding in the coming fiscal year, he would have to submit legislation lowering the authorization level from the current \$4.56 billion. Observers indicate that this would prove somewhat difficult given the popularity of the no-strings attached program. Local officials, these observers say, exert a great deal of pressure for the program, and insiders note that the administration expects to have enough difficulty preventing the reauthorization and opted not to fight for a fiscal 1986 funding cut as well.

Although the administration has never suggested doing away with the program in the past, opponents have argued that the federal government should not share revenues when there are technically no revenues available to share. In recent years, as the federal deficit has grown and the national debt has grown past the trillion dollar mark, this argument has drawn more support.

Observers to the recent draft budget proposals indicate that the likelihood of the FY86 revenue sharing elimination coming to fruition is slight, although they do acknowledge that the program has never had to face reauthorization without White House support.

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'85-'86 State Revenue Sharing Estimates  
So You Just Got Elected--Now What?

They are, however, less optimistic about the revenue sharing program maintaining the \$4.56 billion authorization beyond fiscal 1986. Insiders point out that if the federal



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- 9:00 a.m. Welcome and Introductions
- 9:05 a.m. - Overview
- 12 Noon Topics to be covered in this portion of the program include legal framework of cities, basic city services, personnel, planning and land use, legislative process and lobbying, ethics, conflict of interest, open meetings law, intergovernmental relations and League services.
- 12 Noon - Lunch (An informal lunch will be served)
- 1:00 p.m.
- 1:00 p.m. - Effective Leadership Skills
- 2:30 p.m. Immediately following lunch, city officials will participate in a brief training session designed to help city council and commission members learn the necessary skills for good boardmanship.
- 2:30 p.m. Coffee Break
- 2:45 p.m. - Budgeting/Financial Management Workshop
- 4:15 p.m. This training workshop will focus on the role of the budget officer and budget committee in the budget process and basic techniques of sound city budgeting. It is especially designed for city budget officers and citizen budget committee members.
- 4:15 p.m. - Questions and Answers
- 5:00 p.m.
- 5:00 p.m. Adjourn

The registration fee, which includes lunch and workshop materials, is \$8 per person. Please register for the workshop through your city manager or recorder.

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(Continued from page 1)

government enters a spending freeze, it is highly possible that revenue sharing might be reduced in any reauthorization package in an attempt to deal with the White House.

Major associations, representing state and local government interests, unanimously express dismay, noting that the elimination of revenue sharing will be one of the key focal points for action in the coming Congress.

## Transportation issues

Highway Fund Allocation Study. In an attempt to address state and local government road and street improvement needs, a study will soon be underway. The study is a cooperative effort between the Transportation Commission, the Association of Oregon Counties and the League of Oregon Cities. Duration for the study is expected to be about 15 months, which should mark its completion in time for the 1987 session. The study will develop data and recommendations for establishing existing needs for maintenance, preservation, construction and modernization. In addition, alternatives available to fund those needs and development of a basis for distribution of the highway fund among cities, counties and the state will take place.

Through the study, the League intends to demonstrate that its 12.17% share of the State Highway fund is inadequate. A policy committee will provide general guidance for the study and a steering committee will be responsible for day to day conduct of the study. Policy committee members appointed by the LOC Executive Committee are Alan Berg, Mayor, Corvallis, and President of the League Lou Hannum, Mayor, Medford. City representatives on the steering committee are Tom Gellner, Public Works Director, Bend, and Vic Rhodes, Director of Transportation, Planning and Development, Portland. The policy and steering committees are currently working on an RFP for soliciting a consultant to accomplish the study which would be funded through the State Highway Fund.

'85 Session Gas Tax Increase? One key element to the apportionment and needs study will be the outcome of a proposed gas tax bill to come before the 1985 legislature. During the interim a House Task Force on Highway Funding developed a draft bill which would provide a 2-cent gas tax (with equivalent weight mile) increase beginning in 1986. One penny is earmarked for the state and one cent would be allocated directly to cities and counties. The split between cities and counties is yet to be determined; however, if it were divided equally cities could expect an approximate 40% increase in their state tax street fund.



The state's one cent is designed to fund a \$200 million modernization program and the House Tax Force has suggested that local governments share in those funds for projects involving economic development. The bill will first be introduced in the House Transportation Committee, chaired by Robin Lindquist (D-Gladstone). Both Representative Lindquist and Senator Jane Cease, anticipated chair of the Senate Transportation and Tourism Committee, (D-Portland) voted in favor of the draft bill. The bill, however, will not have easy sledding. The Oregon Department of Transportation, Associated General Contractors, the Oregon Trucking Association, and the Oregon Automobile Association voted against the proposal. As the legislative session begins to move, cities need to closely watch the League's Legislative Bulletin so that they can help influence the outcome of this very important legislation.

ODOT-LOAC Appointees Begin New Year with Many Challenges. The League's Executive Committee confirmed at their November board meeting five appointments to the Department of Transportation's (ODOT) Local Officers Advisory Committee (LOAC). The program was established in the mid-1970's to act in an advisory capacity to ODOT to articulate concerns regarding policies, programs and activities as they affect cities and counties. Appointed to LOAC were: Chris Larson, Councilor, Springfield; Mike Taylor, Councilor, La Grande; Tom Gellner, Public Works Director, Bend; Larry Cole, Mayor, Beaverton and Joe Bird, Councilor, Waldport. Serving in mid-term is Candice Bartow, Councilor, Grants Pass. Nineteen city officials applied for seats on LOAC and the League is extremely pleased with the local official response to serve their communities. Among the issues LOAC will face in the coming year will be a review of transportation-related legislative bills. These include areas involving DMV, State Parks, Highways and Aeronautics.

## Funding continues for local arts activities

The Oregon Arts Commission has announced continuation of its three-year test program of support for local arts activities by city and county governments in Oregon. Formerly titled the Partnership Test Program, the combined federal-state funded effort will be called the Local Government Incentives Program during the 1985-87 biennium. Up to \$202,000 will be awarded in June, 1985 for the remaining two years of this program. Already, \$98,000 has been awarded during the first program year.

Grant applications from local and regional arts agencies are due at the Oregon Arts Commission by April 1, 1985. Application review will take place during the following two months, with the Commission making a final determination by early June. The grant period will run from July 1, 1985 through June 30, 1987. Grants will match up to a dollar-for-dollar level new and/or increased local government funding of arts councils and

cultural centers, requiring a collaborative effort between them and city and county government units.

Funds may be used for any activity which supports local arts development, such as funding local grants to community arts groups or individual artists, sponsorship of classes, festivals and performances, or providing artists-in-schools programs. The use of funds should be determined as part of a community-wide cultural planning process. Communities that have successfully participated in the program so far include Florence, Sandy, Portland, Multnomah County, Salem, Eugene, Ashland, Newport, Lincoln City, Baker and Monmouth.

City and county governments interested in participating in this new program are encouraged to contact their local arts agency or the Community Services Coordinator of the Oregon Arts Commission, Donovan Gray (378-3625) for further information.

## Hydropower options sought

The Bonneville Power Administration (BPA) is seeking options to purchase power from six hydropower projects. The hydro projects must be located in Oregon, Washington, Idaho or Montana, and must be between 200KW and 25MW in installed capacity. The projects also must have a current Federal Energy Regulatory Commission (FERC) Preliminary Permit valid through signing of an option contract and with sufficient time remaining to apply for an FERC license.

Project sponsors will be compensated by BPA for costs incurred in the siting, preliminary design and licensing of their projects. In return, project construction will be controlled by BPA and BPA will have the right to purchase the power output. The projects may be placed on hold throughout the six-year life of the option.

The option concept is being developed consistent with the Northwest Power Planning Council's efforts to achieve flexibility in regional energy supply and demand. Federal, state and local regulatory requirements are to be satisfied to allow resource banking, i.e., placing energy resource projects on hold and delaying the expensive construction phase until power is needed.

More information is available from BPA's Public Involvement office in Portland, 230-3478 or toll-free, 800-452-8429.

## BPA program aids local government

The Oregon Department of Energy (ODOE) has announced the opening of Cycle 3 of the Bonneville Power Administration's (BPA) Institutional Buildings Program (IBP). The program helps local governments, schools, hospitals, state governments and Indian tribes pay for electricity saving measures. A total of \$1.85 million will be available for funding of Technical Assistance studies



and energy conservation measures. Only those served by utilities who have signed full-power sales agreements or conservation contracts with BPA may participate. Areas served by Portland General Electric, Pacific Power and Light, Idaho Power, C.P. National and Hood River Electric Cooperative, therefore, are not eligible for the program.

Project applications will be ranked by the expected energy savings and funded in that order. Applicants must provide the dollar amount of the first year's energy savings. They may get help from ODOE's Small Scale Energy Loan Program (SELP) to provide the local match.

Old forms have been revised because of BPA program changes, and ODOE has made other changes to simplify the process. The new forms must be used to apply for funding. If a technical assistance study has been completed, updated information must be sent to ODOE along with the energy conservation measure application. The application period will close on March 15 for technical assistance and energy conservation measures for BPA studies approved and funded in Cycle 2. Applications for energy conservation measures for studies not funded by BPA will be accepted until April 12.

#### Workshops Scheduled

Two one-day workshops on IBP program requirements and application forms will be conducted by ODOE. The sessions are scheduled in Portland on January 24 at the Portland Building, Hearings Room, 1120 S.W. Fifth, Second Floor, and in Eugene on January 28 at the Lane County Courthouse, Harris Hall, 125 E. 8th. To register, call Barbara Jensen, IBP Contracts Coordinator, at 378-2479 or toll-free, 1-800-221-8035, by January 18.

ODOE approved thirty-nine energy conservation applications during Cycle 2. Proposals for twelve city facilities in Eugene and Newport were among those accepted. Measures included installation of new thermostats, insulation, lighting controls, fluorescent lighting, load controllers and heat pumps. Eighty applications and technical assistance studies were reviewed and approved. Five were for city buildings in Springfield and Boardman.

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## **LEGAL NOTES**

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### **Personal use of public credit cards unlawful**

Use of a county credit card by a county official for a personal expenditure, or an expenditure part of which is personal, even if the county is subsequently reimbursed, is an improper use of county property, according to a December 11 Oregon Attorney General's opinion. In response to a question from Baker County, the opinion states that even if the county is ultimately reimbursed, this would only amount to discharge of a debt against county funds that was unlawfully incurred in the first instance.

## **U.S. wants exemption from Uniform Building Code**

Efforts by the City of Medford to enforce the Uniform Building Code (UBC) for federal buildings have garnered a lawsuit filed in Oregon's U.S. District Court on December 17 by the U.S. Department of Justice. The U.S. attorneys seek to have Medford's "local" building code unconstitutional as it applies to a U.S. Forest Service project in Medford and to permanently enjoin Medford's UBC enforcement against the project.

The federal complaint asserts that the Forest Service project meets the UBC, the Uniform Mechanical Code and the National Electrical Code and that Medford's code is more restrictive. The city has not yet answered the complaint but has previously found the contested facility to be in violation of several provisions of the Oregon Building Code and "red tagged" the project in August.

### **Ordinance subject to referendum: legislative or administrative?**

An ordinance authorizing the acquisition by eminent domain of a parcel of property for city park purposes is an administrative act and thus not subject to referral to the city's voters. In Roberts v. Thies and City of Eugene, 70 Or. App. 256 (1984), the Oregon Court of Appeals overturned a Lane County circuit court ruling that such an ordinance was subject to referendum. This reversal was effective in eliminating the plaintiff's claim that the city's refusal to issue a ballot title to refer the ordinance deprived her of liberty or property without due process of law, in violation of federal law.

The court considered the 1931 Oregon Supreme Court case of Monahan v. Funk, 137 Or. 580, which also involved property acquisition by a city, to be controlling. That case attempted to distinguish between actions that are legislative, and thus subject to the constitutional referendum right, and actions that are administrative. In the process of finding the ordinance in question to be administrative, the Monahan court stated that "[t]he crucial test, for determining that which is legislative and that which is administrative, is whether the ordinance was one making a law or one executing a law already in existence."

In the Eugene case, the court noted that the city had in 1970 adopted a comprehensive plan and had subsequently passed refinements of the plan in 1978 which called for development of the park. The 1979 ordinance to acquire the land was merely execution of the existing legislation and therefore not subject to the referendum.

The court repeated the intention, earlier stated in Monahan, that one should look at the substance of an act rather than at its form when determining whether it is legislative or administrative. The fact that an action is embodied as an ordinance will not be enough to make it subject to referendum.



# 1985 League Executive Committee

**Alan Berg** was elected 1985 President of the League of Oregon Cities in November. Alan has been an Executive Committee member since 1981. He is currently serving his second four-year term as Mayor of Corvallis. Professor Emeritus of Forest Science at Oregon State University, Mayor Berg continues with his forest research when not at city hall.



**Nels Hansen**, elected to the League's Executive Committee in November, has served as the Mayor of Metolius for the past six years. Formerly, Nels served as a Metolius Council member from 1977-78 and was a City Budget Committee member from 1976-77. Nels is in the insurance business.

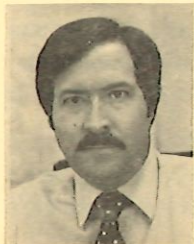


**Elvern Hall** was selected as League Vice-President in November. He is entering his ninth year as Mayor of Newberg. Elvern has been an Executive Committee member since 1982. He has also been active in the Willamette Valley Council of Governments and was one of the founders of the Oregon Mayors Association.



**Edith Henningsgaard** was elected to the League Executive Committee in November. She has served as Astoria's Mayor since 1983. Additionally, she served on the League's Legislative Committee in 1984. Edith is Treasurer of the Columbia River Maritime Museum Board of Directors, a member of the Columbia Memorial Hospital Board of Trustees and a member of the United Way, Clatsop County, Board of Directors.

**Lynn Hamilton**, League Treasurer, has served as the City Manager of La Grande for the past five years. Lynn has served on the League Executive Committee since 1983. Previously, Lynn worked in Arizona in city management and with the Arizona State Senate.



In November, **Shirley Huffman** was elected Mayor of Hillsboro and was also elected to the League's Executive Committee. Previously, Shirley has served 7-1/2 years as Hillsboro Council member. Among other activities, she has chaired the Hillsboro Finance Committee for four years, served on the Hillsboro Library Board for four years, served on the Hillsboro Downtown Development Association Board and participated on the League's Legislative Committee for the past three years. Shirley Huffman is the manager of a law firm.



**Steven Burkett**, City Manager of Springfield since 1980, was elected to the League Executive Committee in November. Steve is an active member in the International City Management Association; he serves as Steering Committee Chairman for the Southern Willamette Research Corridor and is a member of the United Way, Lane County, Board of Directors.



**Mary Schamehorn** has served on Bandon's City Council since 1977 and has served on the League's Executive Committee since 1984. She is chairman of the Intergovernmental Council of the South County, 9-1-1. Mary is a freelance photographer and is also employed with KSHR Radio in Coquille.

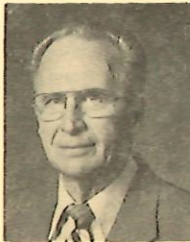
**Ruth Burleigh**, Commissioner from Bend, is serving on the League's Executive Committee as Past President. Ruth is currently serving her third four-year term as Bend City Commissioner. She served as Bend's Mayor in 1979 and 1981. She has served on the League's Executive Committee for four years. Ruth is a hospital lab technician.



**Mildred Schwab**, Commissioner of Public Affairs for the City of Portland, is responsible for fire, traffic, cable communications and the arts. She is a member of numerous organizations including the Oregon State Bar, the Urban League and the American Business Women's Association. Mildred has served on the League's Executive Committee since 1983.



**George Flitcraft**, Mayor of Klamath Falls since 1974, served on the League's Executive Committee in 1984. Prior to this he served four terms in the House of Representatives, one term on the school board and is interim chairman for the board of county commissioners.



**Winston Walker** has served as the Mayor of Canyonville for the past six years. Win has been a member of the League's Legislative Committee since 1980 and is an active member on several local and regional water resource committees. Win has served on the League's Executive Committee since 1984.



## Richards Award Presented to Johnson and Nelson

The League of Oregon Cities' Annual Conference, among other things, provides an opportunity for the League members to acknowledge and reward the service of individuals who have gone the extra mile in service to cities throughout the state by their actions in support of the League. Until four years ago, the League had no formal way of saying "thank you" to city officials who had selflessly contributed their time and energy **beyond** the extraordinary volunteer activities made by city officials in general. Three years ago the death of a special friend of the League led to the creation of the Jim Richards Memorial Award. Jim had been city councilor for the City of Bay City and administrative officer for Tillamook County. During his service both as a city councilor and during his term on the League Executive Committee, Jim distinguished himself by being so committed to the League that, at times, he actually might as well have been a member of the staff. Jim demonstrated the impact that a small city official can have on state legislative and administrative affairs. Even though Jim was small physically (at least in height) he is ten feet tall in the memories of those who knew him and his sincere commitment to city government and the League.

When Jim died four years ago, the League's Executive Committee felt that a memorial award was in order — not only to recognize Jim's contributions, but to provide a means of recognizing other city officials who make extraordinary contributions to the League's programs, in addition to their own city. Although nominations are solicited each year, since its inception the award has only been given to two individuals — Mayor Lawrence Gray of Hermiston in 1981 and Dale Curry, former city manager of Astoria, in 1983.

In 1984, the James C. Richards Award was presented to two equally deserving individuals. Art Johnson, city manager of Bend, and Jack Nelson, former mayor of Beaverton, have represented the very highest standards of public service and have been energetic participants in, and unswerving supporters of, League programs.

**Art Johnson** started his career in Oregon in 1955, when he first came to the City of Grants Pass as Deputy Auditor from Minnesota — where he had attended college. In 1956, he was appointed City Recorder of Albany. He then served briefly as Staff Assistant with the Bureau of Governmental Research and Service, before assuming the position of City Manager in Woodburn. After serving the City of Woodburn for 4 years, he was appointed City Manager of Bend in 1972.



During this period of time, Art served two terms on the League's Executive Committee. He has actively served on the League's Legislative and Resolutions Committees many times. He has been an active member of the Oregon Section, International City Management Association and served as president of that association from 1975 to 1976.

Art Johnson has served on numerous other League committees over the years including the Public Safety and Human Resources and General Government Legislative subcommittee in 1983 and 1984, the Annexation Task Force, Revision of Model City Charter Advisory Committee, Council on Growth, Transportation Advisory Committee and the Committee on Revenue Sharing in 1974, 1976 and 1977. The most important contribution Art has made over the years is his — and the City of Bend's — unswerving support for the League and the integrity of home rule.



**Jack Nelson** was elected Beaverton's full-time mayor in May, 1978, having previously served on Beaverton's city council for seven years. Jack served a number of years on the League's Executive Committee and also served as League President in 1982. For many years he was a member of the League's Legislative and Resolutions Committees and was co-chair of the League's Council on Growth. He was also heavily involved in the program to enact city revenue sharing in 1976 and 1977. Most recently, Jack served as chairman of the League's Economic Development Legislative Subcommittee which has recommended the positions the League will take on these matters during the 1985 Legislative Session. Jack has also served on the League's Nominating Committee for the past two years. Additionally, he is the only city official from Oregon to have served on the National League of Cities' Board of Directors in recent years.

Mayor Nelson served on the N.L.C. Board in 1982 and 1983. He was a member of the Steering Committee for Finance, Administration and Intergovernmental Relations for N.L.C., as well as a member of N.L.C.'s Cable Communications Task Force, Energy, Environment Quality and Natural Resources Steering Committee and N.L.C.'s Small Cities Task Force.

On the state level, Jack has served as a member of the House Committee on Intergovernmental Affairs Boundary Commission Task Force and Senate Committee Task Force on Building Moratoria.

In the spirit of Jim Richards, Jack has always been one elected official who would come to Salem on the spur of the moment following a desperate phone call from League staff when someone was needed to testify at the legislature or to represent the League at a state agency hearing.



## Federal law requires insurance plan change

Effective January 1, 1985, the Deficit Reduction Act (DEFRA) requires that spouses aged 65-69 of employees will have to choose either the employee's medical plan or Medicare as their primary insurance. A letter outlining the requirements of the law is being sent to all EBS member cities in January.

This change now requires any employee aged 65-69 and a spouse aged 65-69 of an active employee to choose between the employee's medical insurance plan or Medicare as the primary payer. The effect is to shift more of the cost of the medical care for these people to the employer's insurance plan, as opposed to Medicare paying first.

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## LEAGUE REPORT

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### Claims utilization data available to EBS members

EBS-member cities may, for the first time, obtain statistics on how they have used their health insurance plan. The reports contain utilization information, primarily on inpatient hospitalization, by four major categories: surgical, medical, obstetrical and psychiatric and alcohol. The reports compare individual cities' utilization with the overall Trust, with data being provided for several years. The reports should give clues to possible cost saving actions.

Although the information for most cities will only indicate trends due to the small size of the groups, the Trustees want to provide the information to every city that wants it. The EBS Trust is pleased to provide this information to cities as yet another component of the programs aimed at containing medical costs. Please contact Cindy Parrish at the League office to order your reports.

### 1985 EBS maximum premium increases available soon

Several requests for information about maximum premium increases for the coming year have been received.

Unfortunately, this information will not be available until March, at the earliest. We are doing everything we can to expedite this information for city budget purposes.

Premiums are based on a 12-month period, beginning August 1, to coincide with the city's fiscal year. The July premiums pay for August 1 insurance through the following July. Maximum rates quoted in March contain approximately a 4% fudge factor, as the rates are based on only 6 months claims experience.

We will send the maximum rates to you early in March. Our preliminary forecast shows that the claims picture looks good, as of the end of November--and the insurance inflation rate is coming down--some good news!

## Land use training materials available

The Bureau of Governmental Research and Service now has available a set of land use training materials designed primarily for elected officials and planning commission members. The materials include:

"Oregon's Land Use Program," a 30-minute video tape that describes the evolution of land use programs in Oregon. The tape is suitable for both local officials and presentation to the general public.

"Making Land Use Decisions," also a 30-minute video tape, that illustrates the several kinds of land use decisions local governments make and the procedural rules applicable to each kind. The tape is accompanied by a set of discussion outlines to be used during the presentation.

Local Planning Digest, a brief publication that summarizes the evolution of the land use system, describes the Oregon Land Use Act and the LCDC Goals, explains the decision-making process and includes other topics important to understanding the system. Every elected and appointed official should have one. The Digest is also available on audio cassettes.

Guide to Local Planning and Development is a basic reference manual for elected and appointed officials and planning staff members. It is in loose-leaf form for future updating and contains all the information covered in the Guide but in more detail.

Case Studies, written by graduate students at UO, OSU and PSU, illustrate some of the principals and procedures presented in the Digest and Guide. There are fifteen case studies, also in loose-leaf form for future updating.

The materials can be used in a variety of ways, ranging from large audience showings to small workshops to individual study. For more information or to order any of the materials, contact the Bureau at P.O. Box 3177, Eugene, OR 97403-0177 or (503) 686-5232.

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## BOOKS & REPORTS

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The International City Management Association (ICMA) recently announced the publication of Practical Financial Management: New Techniques for Local Government, a book for all local government managers, finance officers, and department heads who are concerned with sound financial management in their organizations.

This book, the latest in the Practical Management Series, provides an overview of tools and techniques that contribute to improved financial management. It explains new techniques--such as fiscal impact analysis and formulation of written financial policies. It also shows how established techniques--such as life cycle costing and



capital planning and programming--are being newly applied at the local level. Selections in the book show how to evaluate financial condition, assess financial practices and municipal services, conduct revenue surveys, improve revenue collection and forecasting, and improve the effectiveness of local government purchasing.

## CALENDAR

### Upcoming League of Oregon Cities' Meetings and Conferences:

Newly-Elected Officials Regional Workshops - January and February, 1985  
LOC Legislative Committee Meeting - February 8, Salem  
LOC Executive Committee Meeting - February 9, Salem  
Oregon Municipal Finance Officers Annual Conference - March 11-13, Pendleton  
Oregon-Washington City Management Spring Conference - April 9-12, Orcus Island, WA  
League of Oregon Cities' Annual Conference and Business Meeting - November 9-12, Red Lion Lloyd Center, Portland

The LOC 1985 Calendar has been mailed out to all member cities.

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The Willamette National Forest Planning Team will provide an update of progress in developing the data base for the Analysis of the Management Situation. Topics to be presented will include wildlife, economics, timber, watershed, recreation, data analysis and others.

January 15, 1985 - Tuesday, 7:30-9:30 pm  
Bureau of Land Management Conference,  
First floor, Fabry Rd., off South  
Commercial, Salem

January 16, 1985 - Wednesday, 7:30-9:30 pm  
Linn-Benton C.C. College Center,  
Second floor, Alsea-Calapooia Room,  
6500 S.W. Pacific Blvd., Albany

January 17, 1985 - Thursday, 7:30-9:30 pm  
Federal Building, Room 221-227,  
Second floor, 211 E. 7th, Eugene

For additional information, please call 687-6923.

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A seminar on the subject of corrosion control is being sponsored by the Drinking Water Section of the Oregon State Health Division.

Surface waters in the Pacific Northwest are generally "aggressive" and tend to have corrosive effects on water lines and household plumbing. The purpose of this conference is to familiarize public water supply officials with the basic issues involving corrosion, to present and evaluate current control measures available, and to provide an assessment of benefits resulting from the adoption of corrosion control measures.

The seminar will feature presentations from some of the country's leading experts in the field. Also to be discussed are regulatory issues involving corrosion control and proposed amendments to the Safe Drinking Water Act. The seminar will be held at the Jantzen Beach Red Lion Inn, 909 N. Hayden Island Dr., Portland, OR 97217, on Thursday, January 31, 1985. For further information, call 229-6325.

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Gary Logsdon, Research Sanitary Engineer with the Environmental Protection Agency in Washington, D.C., will host a presentation on current research developments in the field of water treatment for prevention of giardiasis on February 1, 1985, from 9 a.m. to 12 Noon in the Second Floor Auditorium, Portland Building, 1120 S.W. Fifth Ave., Portland, OR.

Gary is one of the country's leading authorities in this field and he oversees a variety of government sponsored research projects designed to find more effective and economical treatment methods for the prevention of waterborne giardiasis. He will provide an up-date on some of these projects and will attempt to answer questions on the design, maintenance and operation of water treatment facilities for the protection of public health. For more information, call 229-6325, Oregon State Health Division.

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The Annual NLC Congressional-City Conference will be held March 23-26, 1985 in Washington, D.C. The new Congress will confront key municipal issues--reauthorization of general revenue sharing, community development block grants and UDAG, and the wastewater sewage treatment construction grants program. In the first session, Congress will focus again on taxes, deficits, infrastructure and economic development, as it attempts to reduce the deficit and the increasing rate of poverty, while reducing unemployment. The municipal wastewater construction grant program and the superfund--a potential remedy for thousands of cities most severely impacted by hazardous and contaminated wastes--are scheduled to expire. And Congress may focus on new administration initiatives reducing housing and public transportation assistance to cities.

These issues and more will be detailed and assessed from the municipal perspective at NLC's 1985 Congressional-City Conference. Leaders from the administration and Congress will bring you up to date on the proposals and prospects of important city issues. You'll learn what issues will potentially affect you; and you'll have an opportunity to make sure your city's needs, views, and perspectives are better understood in Washington.

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NLC is sponsoring a visit to the Soviet Union, departing March 26, which will include meetings with Soviet City Officials. The visit includes Moscow, Tbilisi, Erevan, Baku and Leningrad. After the business meetings there will be ample time to visit the important



places of historical and cultural interest in all cities such as the Kremlin and the Hermitage and its fabulous collection in Leningrad.

The tour price of \$1,695.00 includes first class hotel accommodations, three meals each

day in the USSR, tours, bilingual guides, theater tickets and air transportation from New York and return. For more information, write Security Travel Ltd., 1625 Eye St., NW, Washington, D.C. 20006.

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## RESUME SERVICE

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Brief Resume summaries composed and submitted by individuals interested in positions in Oregon local government appear in the monthly Resume Listing Service. If your city or agency is interested in obtaining more information on a particular applicant, the League will forward a copy of the complete resume unless otherwise requested by the applicant.

### WASTEWATER TREATMENT

Resume #173--Seeking employment as a Wastewater Treatment Operator. Six months experience as a plant operator, performed laboratory work, process control, industrial monitoring, maintenance/repair, groundskeeping and clean-up duties. Three years related experience working with collection systems. One class short of Associate Degree in Wastewater Technology. Willing to relocate for employment.

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## HELP WANTED

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COOS BAY--Assistant City Engineer. Population 15,100. Salary \$2,000/month. Performs professional engineering administrative work, directs the planning, designing and construction of street, sanitary sewer and storm sewer projects. Supervises and maintains organization through which all public works construction projects may be properly planned, designed and constructed. Manages and supervises the Engineering Division. Registration with the State of Oregon as a Professional Civil Engineer (PEO or as an Engineer-in-Training with PE required four years from date of hire. Apply City Manager's office, 500 Central Ave., Coos Bay, OR 97420, 269-1181. Closing date January 2, 1985.

GOLD BEACH--City Treasurer. Population 1,525. Salary range starts at \$1,530/month, plus excellent benefits. Thorough knowledge of municipal or governmental accounting and reporting procedures including purchasing, accounts receivable, accounts payable, payroll, inventory and budget preparation required. Data processing and supervisory experience desired. A degree in accounting or public finance is desirable, but not necessary. Send resume to J. Michael LaNier, City Administrator, 510 S. Ellensburg, Gold Beach, OR 97444. Closing date January 15, 1985.

KLAMATH FALLS--City Manager. Population 17,430. Salary open, depending upon qualifications. Progressive project-oriented city with annual budget in excess of \$20,000,000 and over 230 full-time employees. Graduate with degree in business or public administration and five years managerial experience. Heavy emphasis on finance desirable, as well as experience with energy projects. Apply to the Mayor's office, 500 Klamath Ave., Klamath Falls, OR 97601. Closing date January 21, 1985.

LAKE OSWEGO--City Engineer. Population 22,715. Salary \$2,945-3,465/month. Excellent employee benefit package. Retirement program paid entirely by city. Responsible for managing the city's engineering department which includes development review functions, design engineering services, traffic engineering, surveying and cartography. Reports to City Manager. Submit resume and City of Lake Oswego Employment Application to Personnel Office, City of Lake Oswego, 348 N. State St., P.O. Box 369, Lake Oswego, OR 97034. Closing date: Open until filled.

MILWAUKIE--Personnel Director (Administrative Assistant to the City Manager). Population 17,350. Salary \$1,953-2,376/month, plus excellent benefits. Responsible to City Manager for a variety of administrative tasks. Primary responsibility is collective bargaining and contract administration, recruitment, compensation and benefits administration, and organizational development. Also has responsibility for public information program. Requires a BA in public administration or related field and a minimum of two years responsible administrative experience including experience in personnel work. Must have excellent interpersonal, organizational, research, analytical and public relations skills. Graduate degree is desirable. Submit resume to City Manager Hugh Brown. Apply at City of Milwaukie, 10722 S.E. Main, Milwaukie, OR 97222. Closing date January 18, 1985.

NEWBERG--Assistant Finance Director. Population 11,340. Salary \$2,011-2,567. Should be familiar with Federal and State Grants, supervision of employees and general accounting practices. Degree in accounting or similar area with good understanding of fund accounting required. Previous experience in municipality or similar environment desirable. Send resume to City Manager, 414 E. First St., Newberg, OR 97312, or call 538-9421. Closing date January 21, 1985.



SALEM--Assistant City Attorney II. Population 90,720. Salary \$31,332-39,780/year plus benefits. Applicants should have at least five years experience in the practice of law with some experience in public law desirable, but not mandatory. Applicants should possess the ability to prepare and try civil cases, conduct legal research and prepare sound opinions on complex municipal issues. The legal department of the City of Salem consists of the City Attorney, three Assistant City Attorneys II and two Assistant City Attorneys I. Apply City of Salem, Personnel Department, Room 225, 555 Liberty St., S.E., Salem, OR 97301. Closing date February 1, 1985.

ROBERTS CREEK WATER DISTRICT, ROSEBURG, OR--Plant Superintendent. Salary DOE. Requires Waterworks Operator Certification. Supervise operation and maintenance of a 2½ mgd water treatment plant distribution lines, supervise four full-time employees. Submit resume with reference to Roberts Creek Water District, 4336 Old Hiway 99 South, Roseburg, OR 97470. Closing date: Open.

WILLAMALANE PARK AND RECREATION DISTRICT--Administrative Services Director. Salary \$27,468-34,332/year. Excellent fringe benefit package. Special purpose park and recreation district seeks administrator. Responsible for the management of the Administrative Services Division through the general supervision of District accounting services, administrative support services, personnel services and data processing services. Primary experience in financial operations. Certificate of Public Accountancy is desirable. \$3.4 million annual budget; 53.5 regular FTE: over 400 part-time employees. Send complete resume and any pertinent supporting documents to Willamalane Park and Recreation District, 151 N. 4th St., Springfield, OR 97477, Attn: Pat Lewis, Administrative Secretary. Closing date Friday, January 18, 1985.

FOR SALE--One 1975 Plymouth Fury, police car. Bored 360 engine, no equipment. Make offer, as is. Interested parties may contact the Culver City Hall, 200 First St., P.O. Box 256, Culver, OR 97734, or call 546-6494. Bids will be taken until February 8, 1985. Award will be made February 11, 1985. The city reserves the right to withdraw the offering if the bids are deemed to be inadequate.

FOR SALE--1964 Peter Pirsch 85' Quint, full complement of ground ladders, 1000 gpm two stage pump, gas engine, 5 speed manual trans. Proposals must meet a minimum offer of \$45,000 for each piece of equipment. The city will accept proposals until an acceptable offer is made and agreed upon by the parties. The city reserves the right to reject any or all proposals. Proposals must be sent to the City of Milwaukie, Finance Department, 10722 S.E. Main St., Milwaukie, OR 97222. For additional information on the equipment contact the Fire Chief, Milwaukie Fire Department, (503) 659-4042.

FOR SALE--Duncan meters and Park-O meters. \$25.00 for single head; \$40.00 for double headed meters. Any city interested, please contact John Thomas, City Clerk/Treasurer; (503) 296-5481, or contact the city by mail at 313 Court St., The Dalles, OR 97058.

FOR SALE--1961 Crown with 65' Pitman SNORKEL. This low mileage, high performance unit provides quick rescue capabilities with its articulating basket. A side reach of 35' gives this truck added versatility. This truck is powered for easy operation by a 935 cu. in. Hall-Scott engine with a Spicer 5 speed synchromesh transmission and a 3 speed constant mesh auxiliary and lockable tandom rear axle. It can show 1000 gpm delivered from the basket. Other features include a large covered equipment compartment mid-truck, snow tires, open cab, intercom between basket and tailboard. 1901 equipment includes 2-35', 15', 30', 45' extension ladders; 12', 16', 18' roof ladders; 10' folding ladder; 2-8', 12', 16' pike poles, axes and Akron monitor with tips. This apparatus is available immediately for negotiated sale.

1968 and 1964 Crown with 1500 gpm Waterous 2-stage pump rated at 1250 gpm, and with a 500 gallon tank. Powered by a 935 cu. in. Hall-Scott engine with a Spicer 5 speed synchromesh transmission and no-spin differential. Equipped with a split hose bed with 5 dividers, 2 transverse 1½" preconnects and a 4" gated front suction. Open cab with a fiberglass top. 1901 equipment includes a 35' extension ladder, 14' roof ladder, 10' folding ladder, axes, hard suctions and strainer. This apparatus is available immediately for negotiated sale.

1960 Crown with 1250 gpm Waterous 2-stage pump and with a 500 gallon tank. Powered by a 935 cu. in. Hall-Scott engine with a Spicer 5 speed synchromesh transmission and no-spin differential. Equipped with a split hose bed with 5 dividers, 2 booster reels and a 4" gated front suction. Open cab with a fiberglass top. 1901 equipment includes a 35' extension ladder, 14' roof ladder, 10' folding ladder, axes, hard suctions and strainer. This apparatus is available immediately for negotiated sale.

1949 GMC with Howard Cooper body. This rugged, dependable engine has 500 gpm Hale 2-stage Class B pump and 500 gallon tank. Equipped with split hose bed, hard suctions, strainer, 35' extension ladder, 14' roof ladder and axes. This apparatus is available immediately for negotiated sale. For further information or inspection, call (206) 233-3600 or write Mercer Island Fire Division, 3030 78th Ave. SE, Mercer Island, WA 98040.

WANTED--Tanker Truck 1000 to 1500 gallon capacity. 1965 to 1975 model. Contact Mayor Calvin Young, 943-3259, Paisley, OR.

Happy New Year! . . . from the LOC Staff



# 1985-86 State Shared Revenue Estimates

Cities participate in per capita distributions of the following state-collected taxes and revenues:

## 1. Cigarette Taxes

Each month cities receive a distribution equal to one-nineteenth of the 19 cent per pack state tax imposed on cigarette sales. The statutory authorization for the distribution is ORS 323.455. The funds have no strings attached.

Since 1976 cities have received the following amounts:

|         |             |         |             |
|---------|-------------|---------|-------------|
| 1976-77 | \$3,534,233 | 1980-81 | \$3,703,916 |
| 1977-78 | 3,606,481   | 1981-82 | 3,505,197   |
| 1978-79 | 3,540,679   | 1982-83 | 3,288,965   |
| 1979-80 | 3,695,894   | 1983-84 | 3,079,719   |

For the first four months of 1984-85, cigarette tax distributions were \$1,086,690 compared to \$1,065,212 for the same period last year. From this it would appear that these revenues have stabilized. However, the Executive Department's estimate for cities in 1985-86 is based on a distribution of \$2,871,424, which is down considerably from previous years.

The Governor's budget has targeted an additional 1-1/2 cents for cities in 1985-86. Until the close of the '85 legislative session this additional amount should not be counted upon. The amount of the increase is shown under the 1985-86 preliminary estimates.

\* \* \* \* \*

## 2. Liquor Taxes

Each month cities receive twenty percent of the net proceeds in the Oregon Liquor Control Commission Account. Statutory authorization for the distribution is contained in ORS 471.810(1)(d). The funds are not earmarked and may be used by cities for any lawful expenditure which local policymakers designate.

Since 1976 the following amounts have been distributed to cities:

|         |              |         |              |
|---------|--------------|---------|--------------|
| 1976-77 | \$10,184,912 | 1980-81 | \$12,740,160 |
| 1977-78 | 10,206,988   | 1981-82 | 12,718,751   |
| 1978-79 | 11,406,443   | 1982-83 | 11,981,179   |
| 1979-80 | 12,223,152   | 1983-84 | 10,883,176   |

For the first four months of 1984-85, \$3,368,156 has been distributed, up from \$2,464,077 for the same period last year. The preliminary 1984-85 per capita estimate is based on an anticipated distribution of \$11.1 million.

An additional 14% of the net revenue from OLCC is distributed to cities under the State Revenue Sharing Program (ORS 221.770). Therefore, State Revenue Sharing program revenues will reflect funding trends in liquor taxes. No per capita estimate can be calculated, since through a formula each city receives a different amount.

\* \* \* \* \*

## 3. Highway Fund Fees, Fines and Taxes

Each month cities receive certain net revenues collected by the Motor Vehicles Division (MVD), Highway Division, and the Public Utility Commissioner's Office (PUC) and transferred to the State Highway Fund.

Legislation authorizing the distribution to cities is found in ORS 366.785 to 366.820. Of the total annual allocation \$250,000 is withdrawn and held in the Special City Allotment Fund for Allocation, on a grant basis, to cities under 5,000 population in accordance with the provisions of ORS 366.805. Use of all of the above funds is restricted by the Oregon Constitution for road related purposes.

Since 1976 the following amounts have been distributed to cities:

|         |              |         |              |
|---------|--------------|---------|--------------|
| 1976-77 | \$18,333,570 | 1980-81 | \$20,472,812 |
| 1977-78 | 18,342,264   | 1981-82 | 20,172,129   |
| 1978-79 | 21,083,168   | 1982-83 | 22,113,300   |
| 1979-80 | 26,644,957   | 1983-84 | 23,490,189   |



For the first four months of 1984-85, distributions have amounted to \$9,279,544, up from \$7,336,575 for the similar period last year. ODOT's Financial Management Department has projected a 1984-85 appropriation to cities of about \$27.8 million. The increases are primarily due to a 2-cent gas tax recently enacted by the 1983 Legislature, of which the last 1 cent became effective January 1, 1985.

\* \* \* \* \*

#### Measurement in Per Capita Terms

Per capita estimates for each revenue source are developed by estimating total July 1, 1984 population for incorporated cities and dividing that figure into the projected revenues for that period. Population figures for the State of Oregon are developed by the Center for Population Research at Portland State University. A population of 1,523,063 for cities is now being used by all state agencies. This figure is up from 1,513,934.

\* \* \* \* \*

#### 1984-85 UPDATE ON PER CAPITA ESTIMATES

|                  | <u>Beginning Estimate<br/>for Fiscal Year 84-85</u> | <u>Update for 84-85<br/>(Based on 5 Month Trend)</u> |
|------------------|-----------------------------------------------------|------------------------------------------------------|
| Cigarette Taxes  | \$ 2.13                                             | \$ 2.03                                              |
| Liquor Taxes     | 7.35                                                | 7.36                                                 |
| Highway Revenues | <u>16.51</u>                                        | <u>18.01</u>                                         |
|                  | \$25.99                                             | \$27.49                                              |

#### 1985-86 PRELIMINARY PER CAPITA ESTIMATES

|                   |                                                      |
|-------------------|------------------------------------------------------|
| Cigarette Taxes:  | \$ 2,871,424 / 1,523,063 = \$ 1.89 per capita        |
| Liquor Taxes:     | \$11,134,322 / 1,523,063 = \$ 7.31 per capita        |
| Highway Revenues: | \$27,800,000 / 1,523,063 = <u>\$18.25</u> per capita |
|                   | \$27.45 per capita                                   |

#### GOVERNOR'S PROPOSED BUDGET

|                  |                   |
|------------------|-------------------|
| Cigarette Taxes: | \$2.83 per capita |
| Liquor:          | \$ .54 per capita |

These amounts are in addition to the 85'86 per capita estimates. However, they must still go through the scrutiny of the Legislature and cities should not firmly count on them.

*for new letter*



# Personnel Digest

1201 Court Street N.E. • P.O. Box 908 • Salem, Oregon 97308 • Phone (503) 588-2251

**LGPi**

LOCAL GOVERNMENT PERSONNEL INSTITUTE

VOLUME 5, NO. 9  
JANUARY 1985

## IN AN EMERGENCY: HELP FOR THE HANDICAPPED

When alarms sound and emergency lights start flashing, what happens to your handicapped employees? Do you have a plan for evacuating disabled workers if a fire or other disaster strikes your building? In a guidebook, "Employers Are Asking...About the Safety of Handicapped Workers When Emergencies Occur," the President's Committee on Employment of the Handicapped gives employers some tips on evacuation plans, methods, and techniques that can help ensure the safety of disabled personnel during an emergency. The guidebook includes a checklist for employers to follow in evaluating the effectiveness of their emergency plans.

### FIRST THINGS FIRST

The first step in preparing an emergency plan is to consult and coordinate with local agencies such as the fire department and other emergency services. Emergency-preparedness planning in complex, and the knowledge and experience of professionals can ensure clarity and consistency in your plan. Both management and emergency service organizations need a systematic method of identifying and locating handicapped workers to facilitate their rescue during emergencies. Because professional opinions vary as to whether handicapped persons should wait for help in their work area, assemble in staging areas to await the arrival of rescuers, or be evacuated by co-workers, your plan should be worked out and clearly communicated to all parties. It is vital to have a clear understanding with the local fire and rescue services regarding your evacuation procedures for handicapped employees.

No one knows the needs of handicapped workers better than the employees themselves, so don't forget to consult them when you're designating your plan. Limited knowledge or misunderstandings on the part of able-bodied individuals may lead to incorrect assumptions about handicapped people's limitations, which in turn may result in well-meaning but incorrect efforts to solve evacuation problems.

Even if you decide to assign primary responsibility for rescuing your handicapped workers to a local emergency response agency, you must plan for situations that require an immediate mass evacuation. Therefore, co-workers should be designated and trained to help disabled employees vacate the building when the alarm sounds. These pre-selected co-workers, often called "buddies" or "monitors," will be responsible for the safety of disabled persons who would be extremely vulnerable to harm if left unassisted. Alternates should be named to assume responsibility in the absence of the designated "buddy."

### SITUATIONAL SPECIFICS

Your evacuation plan must be tailored to accommodate

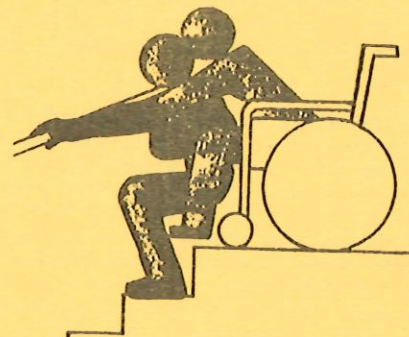
the specific disabilities of your handicapped workers, including hearing and visual impairments as well as mobility limitations. Some recommendations of the committee follow.

**Mobility Impairment.** Using a wheelchair to transport a mobility-impaired worker down a flight of stairs isn't safe or practical unless there are at least two strong people available who can control the chair.

### Lifting and Carrying

The "piggy-back" technique is the best method for getting a handicapped employee out of a wheelchair and downstairs in an emergency, according to the committee. It is less likely to restrict the breathing of the handicapped person than is the "cradle" lift, which basically resembles the technique a person would use in picking up a small child. If, however, the handicapped person has no arm strength or is less than half the rescuer's weight, the cradle lift should be used.

It's easier to get a person out of a wheelchair into the piggy-back position if the technique is initiated at the top of a flight of stairs where the rescuer can use a handrail for support in lifting, as shown in the illustration.



Piggy-Back Lift on Stairs

While this may be possible if there is a large pool of employees concentrated around a work station, there will be instances when a non-ambulatory employee will have to forsake the wheelchair during an emergency evacuation. To determine what evacuation technique is appropriate for a mobility-impaired employee, discuss the matter with the disabled person, keeping in mind the limitations imposed by the specific disability.



Communication limitations - Communication problems may develop when evacuating workers who are deaf or have other hearing impairments or comprehension and interpretation limitations. To instill confidence in the disabled employee, the buddies or monitors should devise a contingency plan that will take effect when an alarm is activated. Because some communication disorders may cause the individual to become confused under stress, the buddy should use some visual prop, such as a card with a symbol, an arm band, or a hard hat. The buddy should know how to make effective use of hand gestures, facial expressions, and body language, and keep any verbal messages short.

Visual limitations - Depending on their mobility skills, employees who are blind or partially sighted may be independent or dependent on a buddy to lead them to safety. Employees who use a guide dog should remember that the dog may become disoriented in smoke or other emergency situations. Consultations and practice with the employee - using the guide dog, if any - will determine what assistance is necessary. Evacuation instructions should be furnished in Braille, in large type, on tape, or orally. If sighted employees receive written instructions, blind employees also deserve a permanent communication medium. Consider attaching tape or other tactile material along egress corridor walls to serve as directional feelers in the event of sound distortions from smoke or dust or if the route is intricate or lengthy.

#### DRILL, DRILL, DRILL

Emergency instructions should be posted on each floor in a prominent place, preferably close to the elevator. Ideally, every employee, regardless of handicap, should be able to vacate an area likely to be exposed to a fire in a reasonable period of time - judged by experts as somewhere between one and a half and five minutes.

Handicapped employees should be included in all evacuation drills. Managers who tell disabled workers in advance about a drill or make participation optional increase the hazards already faced by the employees. If disabled workers are not required to participate in drills, they not only will not get the practice they need, but also won't have the extra measure of confidence that could help them when a real emergency develops.

Contrary to the widely held perception that people panic in emergencies or disasters, research shows no evidence that behavior in these situations is no more illogical, irrational, or dysfunctional than everyday behavior. Thus, it is safe to assume that handicapped workers, if they are ambulatory, can be depended upon to observe normal crowd movement procedures during a building evacuation. They are able to judge their own needs and will make their requirements known if they need assistance for stability or balance while using the stairs. In fact, tests have shown that some semi-ambulant persons are able to move more quickly alone than when they are aided. (For single, free copies of the booklet, write the President's Commission on Employment of the Handicapped, Washington, D.C. 20210)

#### EMERGENCY EVACUATION CHECKLIST:

Using the following checklist as a guide, carefully

evaluate your evacuation plan. Have you:

- Made allowance for the special needs of your handicapped workers?
- Taken the views of disabled employees into account in designing your plan, recognizing that they know their needs best?
- Made sure that you'll know, with reasonable confidence, the general locations of all disabled employees at all times?
- Selected and trained employees to act as buddies on a one-to-one basis for each handicapped worker who requires emergency assistance?
- Had all instructions relating to emergencies distributed in Braille, large type, or cassettes and a relief map provided that shows the evacuation route?
- Adopted easily recognizable symbols for deaf employees to indicate the nature of the evacuation alert?
- Trained co-workers to provide clear instructions to workers with severe communication disorders regarding the nature of the emergency and the evacuation route?
- Provided accessible areas, with escape routes, on each floor that can serve as a temporary refuge, for all employees, until evacuation is possible?
- Advised handicapped workers of the workplace's safety features, such as sprinklers, fire doors, and smoke control features of the ventilation system?
- Coordinate your plan with and received approval of it from the local fire and rescue service?
- Held regular evacuation exercises for the entire workforce, including handicapped employees, in which stairs are used if they are part of the escape?
- Determined whether fires can be detected in the early stages of smoldering, and whether they can be confined to the floor or room of origin?

(From Fair Employment Practices; NO. 509, November 15, 1984)



### PRACTICAL ADVICE ON ACCOMMODATIONS FOR HANDICAPPED

A national hotline is in operation for employers who need information about accommodating disabled employees. Called JAN, for Job Accommodations Network, the hotline system is operated by the President's Committee on Employment of the Handicapped, and containing information from employers and experts who have adapted specific work situations for disabled workers.

To use JAN, an employer dials its toll-free number (800-JAN-PCHE). A Human Factors Engineer will answer and ask a few simple questions regarding the disabled employees' functional limitations; the job's requirements; workplace conditions; what types of accommodations may have been discussed with the employees; and other pertinent operations information.

The information is fed into the computer, which - in minutes - will print out a brief abstract for each accommodation it finds in its databank that was made in a similar situation. The abstract will include the cost, if any, of the accommodation, and the name, address, and telephone number of the employer who submitted the information, so that the requesting company can make personal contact if needed. Abstracts can be mailed or transmitted electronically.

There is no cost to an employer who calls JAN except a commitment to provide the database with information on accommodations it makes or has already made, so that the techniques can be shared with other employers. Following a call to JAN, an employer will be sent a supply of easy-to-complete input data forms that will be fed into the computer. The form requests information on such items as type of impairment; job held by the disabled employee; what type of functional limitations were accommodated by the modification; how the modification works; where it can be found or bought, and its cost.

### THE SPECIAL CASE OF WOMEN AND ALCOHOL IN THE WORKPLACE

Women's drinking patterns are changing - and the effects are increasingly evident on the job. With women's alcohol consumption rates on the rise, growing numbers of employers are grappling with a "new" problem - identifying and providing assistance to female employees whose drinking problems are affecting their work performance.

#### PROFESSIONAL POINTERS

Today, nearly 60 percent of American women drink alcoholic beverages, according to "Some Thoughts About Drinking for Women in the Workplace," a pamphlet published by the Alcohol and Drug Problems Association of North America. For women who are college age or above, the figure jumps to 80 percent - 12 percent of whom are heavy drinkers. While the change in drinking patterns hasn't had a negative effect on most women, employers - who may not be as attuned to alcohol's danger signals in women as they are in men - increasingly are being forced to examine their responses to alcohol use and abuse by women in the workplace. In the pamphlet, ADPA gives employers some tips for recognizing and dealing with women's alcohol-related problems.

EMPLOYERS' ACCOMMODATION COSTS need not be high. For example, the 50 types of accommodations submitted by one major insurance company to the JAN system include:

- Renting a headset phone that allows a policyholder assistant with cerebral palsy to write while talking (\$6.01 per month).
- Supplying a telephone amplifier for a computer program tester with a hearing impairment (\$56.)
- Enlarging toilet facilities and installing a hand-rail for wheelchair-bound employees (\$500).
- Removing turnstiles in the cafeteria and installing lighter weight doors - as part of a general renovation and having the cafeteria deliver lunch to a payroll technician disabled from polio (\$40 per month).
- Providing a special chair to alleviate back pain for a district sales agent with lower back trouble from vertebra surgery. (\$400).
- Providing a drafting table, page turner, and pressure-sensitive tape recorder for a sales agent paralyzed from a broken neck (\$300 cost).
- Changing a desk work layout from the right to the left side for a visually impaired data entry operator (\$0).

For further information on JAN, or to contribute information, employers may use the toll-free number, or contact JAN Coordinator Ruth Ellen Ross at the President's Committee at 202-653-5022.

(From Fair Employment Practices Manual, Supp No. 510, December 1, 1984)

notes, there are some warning signals that a woman's substance abuse may be interfering with her job performance:

- Personal deterioration in grooming or bruises and puffiness in the face;
- Frequent illnesses combined with impulsively taken vacation days;
- Moody or irritable behavior at inappropriate times; and
- Inconsistent, rather than substandard, performance or a deteriorating quality in work.

#### DETECTING AND DEFLECTING BODGES

The main obstacle to identifying and treating female alcoholics, according to Mary Ellen Chamberlin, a Stilwell, Kansas consultant, is that "women are protected to their deathbeds" by doctors who exacerbate the problem by dispensing tranquilizers, as well as by employers who think they're doing women workers a favor by not confronting them.



### TELLTALE SIGNS

While some women - often those in jobs for which they are overqualified - can mask alcohol abuse and carry out assigned tasks despite their drinking problem, it is more likely that the job performance of alcoholic women will be noticeably impaired. Although symptoms vary as much as individuals, ADPA Women alcoholics are difficult for employers to deal with because the problem defies the traditional belief that "women shouldn't be drunk," Chamberlin says. However, when supervisors - particularly males - do try to talk to a woman with a suspected drinking problem, Chamberlin stresses, they frequently encounter a variety of "dodges and tricks" that women use to avoid a direct confrontation. Examples

of these ploys include:

- Crying or acting helpless to get sympathy.
- Getting angry and hostile, which, according to Chamberlin, "scares men."
- Acting in a seductive fashion to deflect attention from the drinking problem.
- Engaging in bizarre behavior, which makes a supervisor feel that disciplinary action might open an even bigger can of worms.

The ADPA pamphlet may be obtained from the association, located at 444 N. Capitol St. N.W., Washington, D.C. 20000.

(From Fair Employment Practices; No. 509, November 15, 1984)

### CITY MAKES "NO SMOKING" A CONDITION OF EMPLOYMENT

It's generally accepted that smoking is unhealthy and that it's connected to heart disease. If you are a public employer in a state that holds you liable for the costs of certain employee heart-related illnesses, the link between smoking and heart disease could be costing you a great deal of money. In California, for example, a public employer is liable for the costs of firefighter or police officer heart problems up to five years after the employee leaves employment. What can you do? The City of Manteca (Calif.), finding itself with high workers' comp claims, low employee morale, and no comprehensive accident prevention and safety program for its employees, took steps to attack these problems.

Job Description Changed. The most radical step the city took was to ensure that future firefighters and police officers won't smoke. The city revised its job descriptions for these positions to read:

"A person employed after June 1, 1984, as a condition of employment, shall refrain from smoking tobacco or any substance."

Before making this change, Manteca conferred with employee groups. The police and firefighters agreed not to oppose the new-hire policy and, as part of the bargaining process for fiscal 1984-85, to negotiate over ways to encourage current officers to quit smoking.

Legal Ramifications. Even if you're not legally required to confer with employees about policy changes, it's a good idea to sound them out before instituting any such change in policy.

Other Steps Taken. The city has adopted a comprehensive accident prevention and safety policy for all city employees that include the establishment of an Administrative Safety Committee to review city employee accidents and recommend safety changes. As of March, all employees were required to be trained in first aid and cardiopulmonary resuscitation. The city has also asked employee groups to propose ways it can reduce stress and generally improve employee physical fitness. This, it is hoped, will further cut down on workers' compensation claims.

(From Public Personnel Administration Policies and Practices for Personnel; Vol. XII, No. 14, October 1984)



# So You Just Got Elected — Now What?

So you just got elected Mayor or Councilman? Now what are you going to do? In the heat of the campaign, you had a lot of dreams, you made a few promises. Now it's time to carry out the planks in your platform.

The prospect is pretty scary. No longer can you gripe about "the gang" at city hall. You are one of the gang, and it is you who must guide the progress of your community for the next few years.

Where does one go to learn to be Councilmember or Mayor? There is no such thing as a "natural-born local official." Obviously, some have more natural political talent than others, but becoming a good local official is an activity that never ends.

One thing you must accept is that the job you have taken on is not a part-time job — mentally, at least. But an elected official requires the proper attitude 24 hours a day, 365 days a year.

## **Proceed Slowly**

The first suggestion for newly elected officials is: proceed slowly. Many people will come to you for favors and bombard you with demands. As an elected official representing all the people, you should not feel obligated to satisfy individual wishes or demands.

No longer can you consider issues relative to how they affect you personally. You must now look at every item from the standpoint of the whole community.

There are times when it is proper and necessary to do the will of the people, and other times you will feel compelled to rely on your own judgement. When this time comes, take comfort in the fact that you, as a local official, are better informed than your constituents — including the news media.

Each year new councils take rash actions which they regret many times over. There is no place in municipal government for snap decisions — the stakes are too high.

## **Watch Prejudices**

A corollary to the above recommendation is: be careful about bringing prejudices to the council meeting. This is particularly true of personnel matters.

To you as a private citizen, a certain city official or employee may be a source of great irritation. But later, you may find that the particular individual has been doing an excellent job, and is one of the more important employees of the government.

The same advice should be applied, to a lesser extent, to programs.

One small town was spending a disproportionate amount of the town budget on a street cleaning program. Most of the citizenry and some of the councilmembers thought this was a great waste of the taxpayers' money. It later came to light that this cleanliness was one of the cornerstones upon which the town's excellent industrial development program was built. Several industries had located in the city because the cleaning program reflected community pride and efficiency.

Please notice that the suggestion is to exercise care. No one would deny an official his strong feelings and opinions. In fact, the opposite is true. Officials with bold new programs

and courage to back them up are among the greatest needs of today's municipality, but imagination can be put to work later, when the facts are in and experience is gained.

## **Ask For Help**

Particularly in the early stages of your term of office, admitting that you do not know the answer to a problem will prevent many wrong decisions.

Seek out the experts and ask them questions, even though the questions may seem "foolish" to you. No expert worthy of the name will ever consider any question "foolish." After all, the way he got to be an expert was by picking other peoples' brains.

## **Self Education**

Much of your learning will come from the political interaction between you and your constituents. Therefore, experience is the one irreplaceable part of your education.

Information obtainable from these sources is an integral part of the process of educating yourself. This "education" will continue as long as you remain a councilmember. It is a very complicated process, and will be composed of many elements.

## **Reading is Crucial**

If you wish to speed the education process, and make it more valuable, you must READ! READ! READ! Never before has there been so much literature about American cities and towns, from the dream-world of far-out planning concepts to technical articles about day-to-day work as laying water and sewer lines.

In spite of an excellent formal education, you will find techniques and concepts that you learned a few short years ago are no longer appropriate. The rapidly changing scene of local government can be kept in sight only through current publications.

It has often been said that the difference between a good local official and an average or poor one, is whether he reads the information that is sent to him.

It is important to attend conferences, seminars and training sessions, such as those sponsored by the state, the Virginia Municipal League and your own governmental organizations.

The news media is sometimes inspired to frivolous and critical commentary about your attendance, but you have a responsibility to the electorate to become skilled in governmental processes. Access to the most advanced governmental knowledge is essential. Although you and your community will have limited time and money available for this purpose, take advantage of every opportunity to attend meetings.

## **Know Your Locality**

It has been said so many times that it has become trite, but it is nonetheless important: you must know your locality.

You should be in constant touch with every group in town and know their desires. Your task is to blend these into a reasonable local operation.



## **The Rules**

One would never begin a football game or other athletic contest without clear knowledge of the ground rules; neither should you begin your service without studying the basic rules of local government.

Your locality has a code of ordinances. These, too, are your area of responsibility. You should know their contents for several reasons: (1) to be able to tell citizens what the law is; (2) to be aware of omissions; and, (3) to be able to intelligently consider future legislation or actions.

Every city has something nebulous called "general policy". If this policy is not written out, you should be aware of what policies have been followed so you can continue these policies or if necessary change them.

## **Find Out Why**

One thing incoming officials seldom do, but should, is read minutes of previous council meetings. Much knowledge can be gained about past actions and the reasons for them. This information will also form the basis for future decisions.

It should be remembered that the budget is the most important means for implementing your programs administratively.

Great care should be given to the meaning of the budget document. Granted the figures are important, but the budget should advance community goals, rather than just spend money.

## **Personnel Pointers**

Resolve to handle personnel matters in a business-like fashion.

An air of mutual confidence should prevail between the council and employees. A few simple rules can spell the difference between success and failure in this area.

Try to avoid giving orders to individual employees. your complaints, suggestions, and orders through the proper chain-of-command for your locality.

Try to train citizens to take their complaints to the administrative head of the city. Listen to the complaint courteously, tell the citizen you will pass it along to the proper person, and suggest that, in the future he call the manager or clerk.

Even though you should be building confidence between you and the employees, this does not mean they should be allowed to perform their jobs without any system of checks. Every governing body must have an audit. In addition, some standards for measuring performance should be maintained. Above all, don't forget to rely on your own eyes and ears, because, in the last analysis, responsibility rests with you.

## **Councilroom Manners**

A few final words are in order about council meetings. Take council meetings seriously, but not too seriously.

Do your homework for the council meeting. It is very disconcerting to have to wait until the next meeting for a decision when there has been sufficient time for studying the problem in advance.

It is important to strive for a feeling of goodwill and a spirit of good fellowship between members of the council. This does not mean, however, that all votes of the council should be unanimous, or that debate should never take place. It means that when the council meeting is over, so are the differences.

The council should limit discussions between members to issues, thereby excluding dealing in personalities.

## **Final Admonition**

A last word of advice; attempt to avoid discussions based entirely on whether or not it will affect the outcome of the next election — and your consequent re-election.



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